ᑲᑎᒪᔨᑦ ᓄᓇᕗᑦ ᐱᖃᓐᓂᒃᑯᐊᓂᒃᓴᖅ
Building *Nunavut* Together
*Nunavu*liuqatigiingniq
Bâtir le *Nunavut* ensemble

Nunavut

Public Service Annual Report 2014-15

Public Service Annual Report

2014-15

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Message from the Minister

In accordance with the *Public Service Act*, I have the privilege of submitting the Public Service Annual Report for the period from April 1, 2014 to March 31, 2015.

Sivumut Abluqta: Stepping Forward Together, our government's mandate, sets out clear expectations and goals for the development of the public service. Foremost is the objective of fostering a strong and sustainable public service that is representative of the territory's population. We will achieve this objective through the implementation of our Human Resources Strategy which sets out goals, priorities and actions that ensure fair and transparent practices for staffing and career advancement in the public service; ensure all government departments, public bodies and public agencies work actively towards enhanced Inuit employment in professional and leadership roles; and facilitate our investment in the education and the development of all current and potential public servants.

Many of the actions in the Human Resources Strategy require that our central agencies, the Department of Executive and Intergovernmental Affairs and the Department of Finance, design new programs, establish policies and develop tools that are guided by Inuit Societal Values to get us where we want to be as a vibrant, efficient, effective and economical public service. Many of these policies and tools are already in progress and others are planned. To this end, in 2014-15 the Government of Nunavut facilitated training sessions in communities across Nunavut. We also supported public service interns as they worked toward taking on important roles within the Government of Nunavut.

Components of the *Public Service Act* that deal with Political Activity and Disclosure of Wrongdoing are being implemented through a number of Human Resources Manual directives which guide employees on political participation and whistleblowing. The Public Service Code of Values and Ethics was revised and updated to reflect changes in the *Public Service Act*. These changes and implementations have all been made in an effort to outline and clarify aspects of Government of Nunavut employees' responsibility in relation to ethical behaviour. Jeffrey Schnoor, Q.C. was also appointed Ethics Officer on January 5, 2015. The Ethics Officer receives complaints, conducts investigations as necessary, and recommends action to address disclosures of wrongdoing.

The government works hard to support the development of the public service as part of our commitment to good government through wise use of our resources. We are committed and accountable to implementing all actions spelled out in the *Public Service Act* and the Human Resources Strategy. We will continue to work together to achieve success in our public service, our families, our communities, our nation and our young territory for the benefit of Nunavummiut.

Sincerely,

Minister Keith Peterson, MLA

Introduction

The Public Service Annual Report (PSAR) highlights the accomplishments of the Government of Nunavut (GN) in the management, development and administration of the public service. Through this document, the Minister responsible for the *Public Service Act* (PSA) reports to the Legislative Assembly on the management and direction of the public service.

Sivumut Abluqta: Stepping Forward Together is a blueprint for the GN to achieve the following objectives over four years (2014-18):

1. Self-reliance and optimism through education and training;
2. Healthy families through strong and resilient communities;
3. Economic growth through responsible development across all sectors; and
4. Good government through wise use of our resources.

The public service related goals of *Sivumut Abluqta* are:

- Continuing to improve the fair and transparent practices used for staffing and career advancement in the public service;
- Ensuring that all government departments and public agencies work actively toward enhanced Inuit employment; and
- Continuing to invest in the education and development of all current and potential public servants, with an emphasis on increasing Inuit employment in professional and leadership roles within the public service.

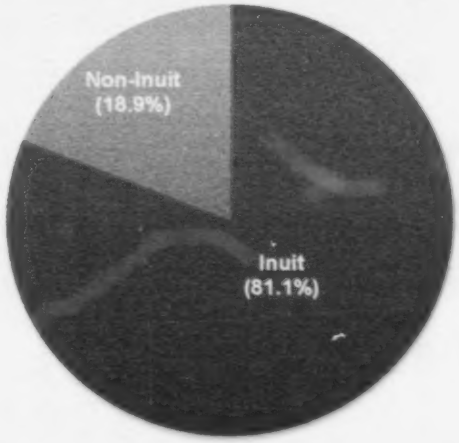
A significant aspect of the PSAR is the reporting of the GN's progress toward enhanced Inuit employment in the public service. It also provides an overview of the state of the public service, including information related to any changes in structure and/or administration of the public service.

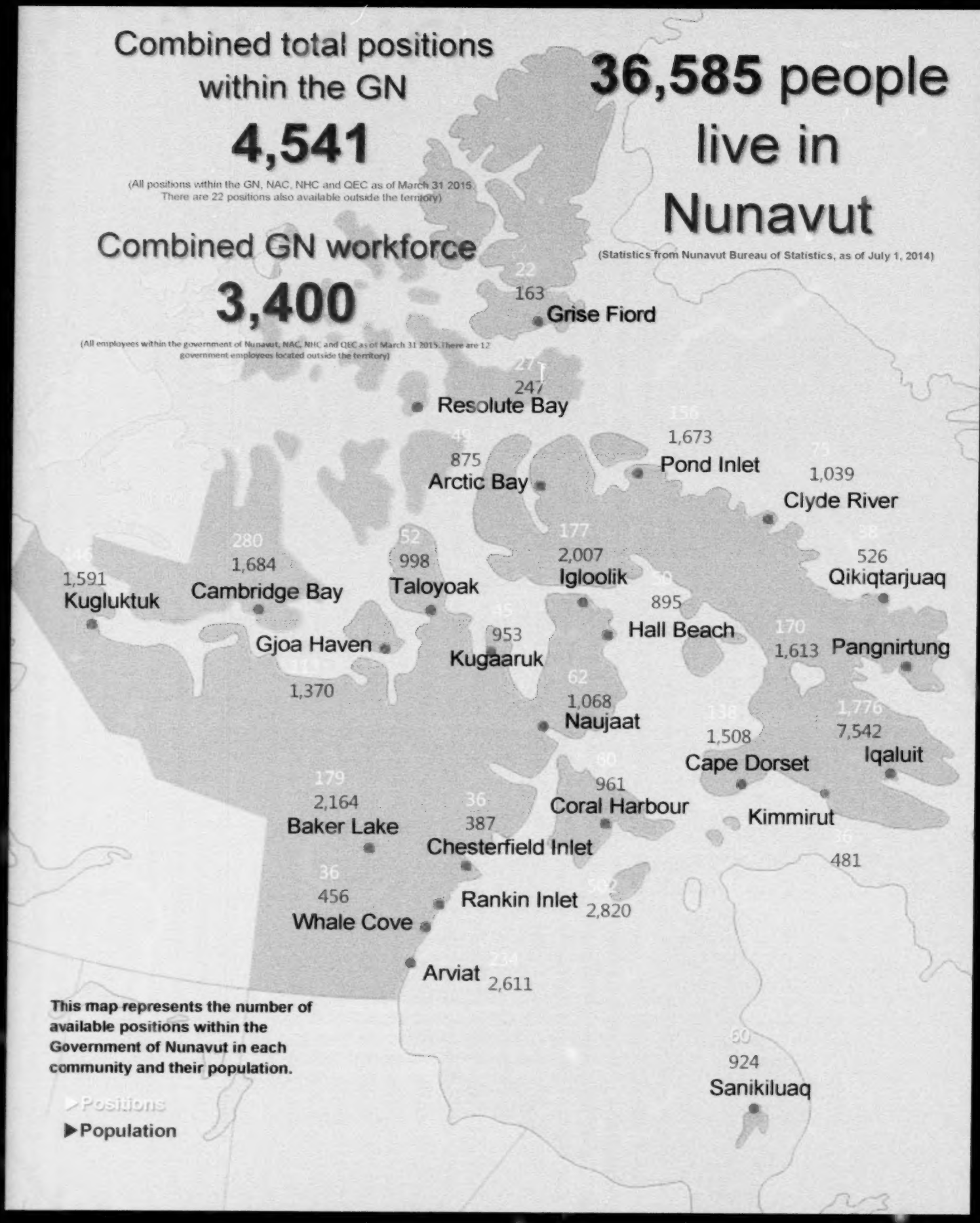
This report provides an opportunity to celebrate achievements in staff retention (long term service recognition), recruiting and staffing (new hires), training and development (staff professional training and development programs) and employee relations (collective agreements negotiations, employee wellness and engagement). The report also provides a workplace profile that uses employment statistics, analysis of trends and other information to provide an overall description of the public service. This description of the public service is presented in the context of a year over year comparison.

Estimated Nunavut population (July 2014) by Inuit, non-Inuit, region and community			
	Total	Inuit %	Non-Inuit %
Nunavut	**36,585**	**81.1**	**18.9**
Qikiqtaaluk	**19,498**	**76.0**	**24.0**
Arctic Bay	875	88.6	11.4
Cape Dorset	1,508	87.9	12.1
Clyde River	1,039	91.3	8.7
Grise Fiord	163	77.9	22.1
Hall Beach	895	88.9	11.1
Igloolik	2,007	89.5	10.5
Iqaluit	7,542	55.9	44.1
Kimmirut	481	87.3	12.7
Pangnirtung	1,613	87.6	12.4
Pond Inlet	1,673	89.8	10.2
Qikiqtarjuaq	526	89.2	10.8
Resolute	247	80.6	19.4
Sanikiluaq	924	88.6	11.4
Kivalliq	**10,467**	**87.8**	**12.2**
Arviat	2,611	91.6	8.4
Baker Lake	2,164	86.4	13.6
Chesterfield Inlet	387	91.0	9.0
Coral Harbour	961	90.9	9.1
Rankin Inlet	2,820	82.0	18.0
Naujaat (formerly Repulse Bay)	1,068	90.0	10.0
Whale Cove	456	94.1	5.9
Kitikmeot	**6,620**	**85.6**	**14.4**
Cambridge Bay	1,684	75.7	24.3
Gjoa Haven	1,370	89.7	10.3
Kugaaruk	953	89.1	10.9
Kugluktuk	1,591	87.0	13.0
Taloyoak	998	90.7	9.3

Nunavut is young and growing. As of July 1, 2014, our population was estimated at 36,585, an increase of 1,151 people, or 3.2%, from the previous year. Of the total estimated population, 11,389 people were under the age of 15. At the same time, the 55-59 age group saw the largest annual growth at 9.1%. Nunavut's population as a whole consisted of 18,963 males (52%) and 17,622 females (48%). Since 2006, the population has increased by 5,773 people or 18.7%. This represents an average annual growth rate of 2.3%.

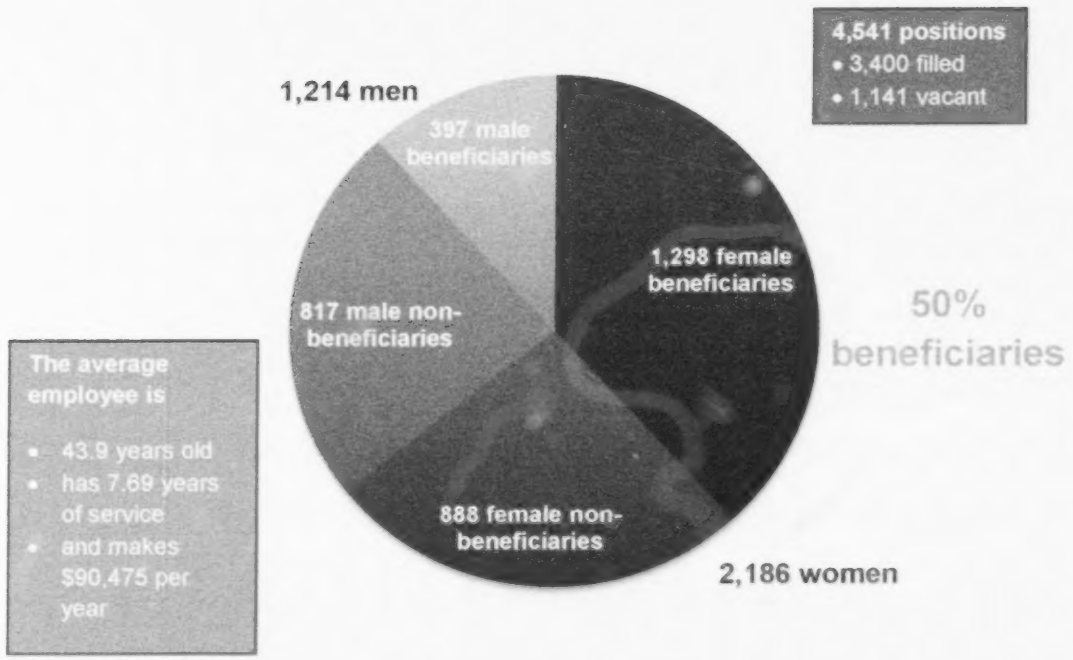
36,585 people live in Nunavut




Combined total positions within the GN
4,541
(All positions within the GN, NAC, NHC and QEC as of March 31 2015. There are 22 positions also available outside the territory)
Combined GN workforce
3,400
(All employees within the government of Nunavut, NAC, NHC and QEC as of March 31 2015. There are 12 government employees located outside the territory)
36,585 people live in Nunavut
(Statistics from Nunavut Bureau of Statistics, as of July 1, 2014)
22
163
Grise Fiord
247
Resolute Bay
156
1,673
Pond Inlet
875
Arctic Bay
1,039
Clyde River
280
1,684
Cambridge Bay
1,591
Kugluktuk
52
998
Taloyoak
177
2,007
Igloolik
526
Qikiqtarjuaq
895
Hall Beach
953
Kugaaruk
170
1,613
Pangnirtung
1,370
62
1,068
Naujaat
1,776
7,542
Iqaluit
1,508
Cape Dorset
179
2,164
Baker Lake
961
Coral Harbour
Kimmirut
36
387
Chesterfield Inlet
481
36
456
Whale Cove
Rankin Inlet
2,820
Arviat
2,611
This map represents the number of available positions within the Government of Nunavut in each community and their population.
▶Positions
▶Population
924
Sanikiluaq

Public service at a glance

The GN regularly reports statistics related to the employment of beneficiaries in the public service. This is required under the Nunavut Land Claims Agreement (NLCA) and facilitates planning and initiatives for work toward a representative public service. Inuit employment has remained stable at 50% of the total public service in the past year. Inuit employment reflects community population demographics. In communities with a high overall Inuit population the Inuit employment rate with the public service is higher. For example, in Clyde River, where the Inuit population is over 91%, the Inuit employment rate in public service positions is 74%. (*Unless otherwise noted, the statistics in this report do not include numbers from the Qulliq Energy Corporation (QEC).)



Beneficiary employment by community across fiscal years						
	March 2014			March 2015		
Community	Positions filled	Beneficiary employment	% Beneficiaries	Positions filled	Beneficiary employment	% Beneficiaries
Qikiqtaaluk	**1,998**	**889**	**44%**	**2,031**	**911**	**45%**
Arctic Bay	38	22	58%	40	27	68%
Qikiqtarjuaq	33	23	70%	33	26	79%
Cape Dorset	98	46	47%	114	57	50%
Clyde River	62	43	69%	57	42	74%
Grise Fiord	19	13	68%	20	14	70%
Hall Beach	37	27	73%	43	27	63%
Igloolik	128	78	61%	128	80	63%
Iqaluit	1,240	439	35%	1,265	438	35%
Kimmirut	31	20	65%	29	19	66%
Nanisivik	-	-	-	0	0	-
Pangnirtung	119	64	54%	116	71	61%
Pond Inlet	126	79	63%	121	73	60%
Resolute Bay	17	7	41%	18	9	50%
Sanikiluaq	50	28	56%	47	28	60%
Kivalliq	**843**	**481**	**57%**	**882**	**521**	**59%**
Arviat	174	103	59%	189	118	62%
Baker Lake	148	82	55%	148	77	52%
Chesterfield Inlet	32	19	59%	31	19	61%
Coral Harbour	44	28	64%	45	30	67%
Rankin Inlet	368	208	57%	388	229	59%
Naujaat (formerly Repulse Bay)	51	25	49%	54	29	54%
Whale Cove	26	16	62%	27	19	70%
Kitikmeot	**454**	**266**	**59%**	**473**	**264**	**56%**
Cambridge Bay	184	94	51%	190	85	45%
Gjoa Haven	79	55	70%	84	62	74%
Kugluktuk	114	68	60%	114	63	55%
Kugaaruk	40	26	65%	42	29	69%
Taloyoak	37	23	62%	43	25	58%
Other	**12**	**6**	**50%**	**14**	**8**	**57%**
Winnipeg	5	3	60%	5	4	80%
Churchill	5	2	40%	5	2	40%
Ottawa	2	1	50%	4	2	50%
Total	**3,307**	**1642**	**50%**	**3,400**	**1,704**	**50%**

*Includes QEC

2014-15 Employment summary including Inuit employment (IE) by community						
					Beneficiaries	
Community	Total Positions	Vacancies	Filled	% Capacity	Hired	% IE
Arctic Bay	49	9	40	82%	27	68%
Qikiqtarjuaq	38	5	33	87%	26	79%
Cape Dorset	138	24	114	83%	57	50%
Clyde River	75	18	57	76%	42	74%
Grise Fiord	22	2	20	91%	14	70%
Hall Beach	50	7	43	86%	27	63%
Igloolik	177	49	128	72%	80	63%
Iqaluit	1,776	511	1,265	71%	438	35%
Kimmirut	36	7	29	81%	19	66%
Nanisivik	1	1	0	0%	0	-
Pangnirtung	170	54	116	68%	71	61%
Pond Inlet	156	35	121	78%	73	60%
Resolute Bay	27	9	18	67%	9	50%
Sanikiluaq	60	13	47	78%	28	60%
Total Qikiqtaaluk	**2,775**	**744**	**2,031**	**73%**	**911**	**45%**
Arviat	234	45	189	81%	118	62%
Baker Lake	179	31	148	83%	77	52%
Chesterfield Inlet	36	5	31	86%	19	61%
Coral Harbour	60	15	45	75%	30	67%
Rankin Inlet	502	114	388	77%	229	59%
Naujaat (formerly Repulse Bay)	62	8	54	87%	29	54%
Whale Cove	36	9	27	75%	19	70%
Total Kivalliq	**1,109**	**227**	**882**	**80%**	**521**	**59%**
Cambridge Bay	280	90	190	68%	85	45%
Gjoa Haven	113	29	84	74%	62	74%
Kugluktuk	146	32	114	78%	63	55%
Kugaaruk	45	3	42	93%	29	69%
Taloyoak	52	9	43	83%	25	58%
Total Kitikmeot	**636**	**163**	**473**	**74%**	**264**	**56%**
Yellowknife	1	1	0	0%	0	-
Winnipeg	7	2	5	71%	4	80%
Churchill	9	4	5	56%	2	40%
Ottawa	4	0	4	100%	2	50%
Total Other	**21**	**7**	**14**	**67%**	**8**	**57%**
Total	**4,541**	**1,141**	**3,400**	**75%**	**1,704**	**50%**

*As of March 31, 2015, includes QEC

Public service human resources costs

In 2014-15 the GN spent over $600 million on compensation and benefits for its employees. This is the first year that this information has been reported in the PSAR. In future years this information and the explanations of the expenditures will be expanded. Below is a breakdown of some of the HR costs by benefit:

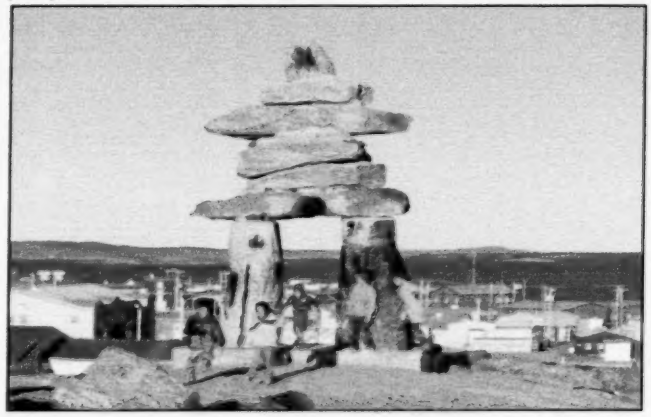
The chart on the right details the public service annual costs for 2014-15. The total amount however, includes year-end adjustments and accruals as well as human resource costs for entities that are consolidated into the GN Financial Statements, but not necessarily part of the public service (for instance, District Education Authorities and the Nunavut Development Corporation). These amounts are negligible as part of the total amount.

Public service human resources costs ($000)	
Regular salaries	$395,290
Overtime	20,541
Northern allowance	79,617
Employer costs	69,525
Other compensation	22,242
Workers Safety Compensation Commission	5,417
Housing Allowance	4,258
Total	$596,890*

*From GN's 2014-15 Public Accounts Consolidated Financial Statements, Schedule C

Highlights of Nunavut public service benefits ($000)	
Bilingual Bonus	$1,783
Continuous Service Bonus	$4,133
ER Health/Dental Insurance	$4,359
ER Long Term Disability Insurance	$5,625
ER Pension Contributions	$26,702
ER Canada Pension Plan Contributions	$10,157
ER Employment Insurance Contributions	$5,253
Household Allowance	$4,258
Maternity/Parental/Adoption Leave Allowance	$3,729
Severance Pay	$2,359

The chart to the left highlights some of the employer (ER) benefit costs for 2014-15.



Highlights and Achievements

Sivumut Abluqta calls for a strong and sustainable public service. To achieve this objective the GN is focused on two important goals:

- Self-reliance and optimism through education and training; and
- Good government through wise use of resources.

In fall 2014, a GN-wide four year Human Resources (HR) Strategy came into effect. The HR Strategy identifies the priority areas for the development of Nunavut's public service and initiatives to bring more qualified beneficiaries into the GN early in their careers and develop them into skilled public administrators and future leaders.

Five priorities are set out to guide actions during the four-year period of the HR Strategy:

- Increasing and enhancing Inuit employment in the GN;
- Recruiting the skilled people we need;
- Engaging and developing employees at all levels;
- Enhancing client service; and
- Improving workforce data for planning and decision-making.

Training and Development

For 2014-15, work toward achieving the goals of *Sivumut Abluqta* through the HR Strategy included GN facilitated training of over 615 employees in a wide range of programs from cultural orientation and language training to supervisory and conflict management certificate programs.

Enhancing Inuit Employment

The GN and its agencies are committed to enhancing Inuit employment in the public service. To this end, in 2014-15 the GN's recruiting team actively worked toward attracting and hiring Inuit from within and outside the territory. This work included presentations at Nunavut Arctic College made directly to Nursing, Computer Studies, Environmental Technology and Academic Studies students regarding employment opportunities with the GN. The recruiting team also visited Ottawa to promote GN employment to students attending Nunavut Sivuniksavut and to Algonquin College at the Algonquin College Career Fair. Another new recruitment initiative was the advertising of the GN job opportunities on CBC radio in Inuktitut and English.

Hiring

The GN is working to make the process of advertising and filling positions within the public service as efficient and effective as possible. For the 2014-15 fiscal year the average time to successfully fill a position through competition was 95 days. This number is derived from a weighted average of the time to fill positions in the four staffing regions (Kitikmeot: 95 days, Kivalliq: 138 days, Qikiqtaaluk: 125 days, Headquarters Iqaluit: 79 days). This is a reduction from a few years ago when the process took an average of 133 days.

Internships

The GN is working to increase beneficiary representation in management level positions such as director, manager and supervisor positions and specialist positions (i.e. those that are unique to a department) in the public service. Since 2001, 23 interns have graduated from the Sivuliqtiksat (on-the-job) internship program into public service positions. Currently there are 11 interns in the program and over the 2014-15 fiscal year there was a 100% retention rate within the program.

Aside from Sivuliqtiksat, in 2014-15 the GN also had eight department-specific interns actively working toward completing various internship programs. One of these interns successfully completed his program in 2014-15 and took a targeted position within the public service.

Representative for Children and Youth

The *Representative for Children and Youth Act* (2013) established the position of Representative for Children and Youth. Sherry McNeil-Mulak was appointed to this office on June 16, 2014. The Representative and her employees' role is to ensure that the rights and interests of the territory's children and youth are protected and that their views are heard and considered in matters affecting them by government departments and designated authorities. This work includes:

- Raising public awareness of child rights;
- Providing advocacy services to individual children and youth;
- Conducting systemic reviews of government legislation, policies, programs and services; and
- Conducting reviews of child injuries and deaths

This office is considered an arm's length, independent office of the Legislative Assembly. The Representative for Children and Youth is not a member of the public service. However, all positions within the office are considered part of the public service. As of March 31, 2015 four out of eight public service positions were filled.

Code of Values and Ethics

With the enactment of the PSA in 2013, the Code of Values and Ethics (Code) has been revised and updated. The purpose of the Code is to:

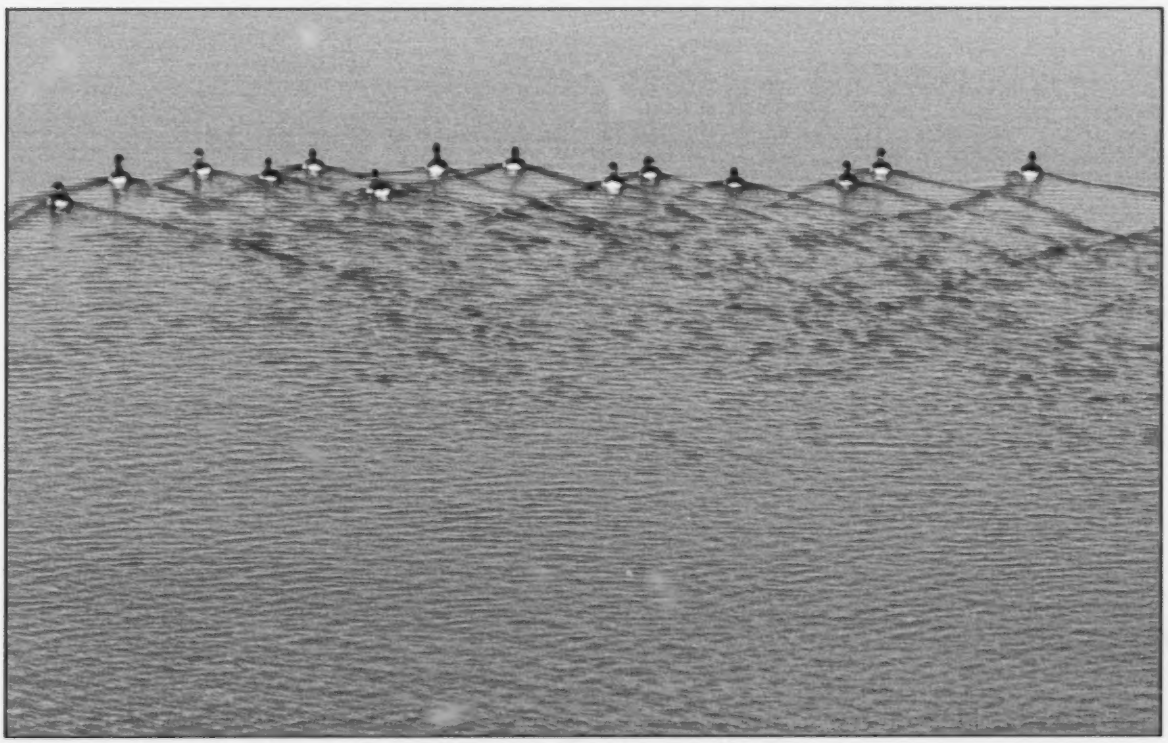
(a) affirm the commitment of the GN to a public service that carries out its duties and responsibilities in the public interest and in keeping with Inuit societal values;
(b) express the values and principles that guide the GN public service;
(c) set minimum standards of conduct for all GN public servants;
(d) provide a foundational Code that individual departments may add to in order to meet any special professional obligations or national or international standards related to the specific services they provide; and
(e) establish a process for compliance with the Code.

Ethics Officer

Jeffrey Schnoor, Q.C. was appointed to the position of Ethics Officer on January 5, 2015. His work officially began on April 1, 2015.

The Ethics Officer is appointed by Cabinet's Commissioner in Executive Council on the recommendation of the Minister of Finance. He is not a member of the public service and holds office for a term of five years. The Ethics Officer has broad powers to investigate. This includes the power to summon witnesses and require them to give evidence and the power to require documents to be produced. The Ethics Officer may, in the course of an investigation, enter any premises occupied by a department or public body. The Ethics Officer decides whether an investigation will be done in private or in public. A deputy head must cooperate and ensure that his or her employees cooperate in an investigation by the Ethics Officer.

GN employees are encouraged to come forward if they believe that wrongdoing has happened, or is about to happen in the workplace. When complaints of wrongdoing are not properly addressed through GN internal disclosure process, then the Ethics Officer receives the complaints, conducts investigations as necessary, and recommends an action to address the disclosures of wrongdoing.



Long Term Service Awards

The GN values its employees and recognizes the contributions of those who have made a fulfilling and long term commitment to the public service. The GN rewards those who have 5, 10 and 15 years or more service within the GN with a certificate of appreciation and a pin during ceremonies held throughout Nunavut.

Minister Peterson with award recipients from left to right Louise Flaherty, JP Deroy, Joanne Dignard, Julia Tautuajuk, George Koonoo and Kanitisse Idlout.

Public servants with 20, 25, 30 and 35 plus years of service are recognized during a special ceremony and are awarded with a special non-cash award and public recognition in the Legislative Assembly.

The 2014-15 recipients with 20 or more years of service were:

20 Years

- Community and Government Services: Darren Flynn, Madeline A. Manitok, Christine Nukapiak, Margaret Taylor and David Tulugak
- Economic Development and Transportation: Jeannie Metuq and Shawn Maley
- Education: Julia Tautuajuk
- Environment: George Koonoo
- Finance: Kerry E. Angidlik

- Health: Mary Munick, Martha Willie, Mary Bender, Daphne Covernton,Joanne Dignard,Cathy Rose, Lavinia Nagmalik, Kanitisse Idlout, Mary Byrne, Carolina Hidalgo and Kathleen Irwin
- Nunavut Arctic College: Louise Flaherty
- Justice: JP Deroy

25 Years

- Community and Government Services: Edwin Zebedee
- Culture and Heritage: Joanna Quassa
- Education: Kathleen Okpik, Joelie Tongak, Meeka Alivaktak, Elizabeth Tologanak, John Hummiktuq, Kenneth Beardsall, Harry Adams and Jeeteetah Kalluk
- Environment: Irene Tagoona
- Executive and Intergovernmental Affairs: Sheila Kolola
- Finance: Suzanne Wilkes
- Health: Claudette Girouard-Qamanirq, Joapie Killiktee, Apea Sowdluapik, Rosie Kudlualik, Elizabeth Himga, Joan Killulark, Aloysia Aggark, Donna Spence, and Ida Nakoolak
- Nunavut Arctic College: Richard Armstrong
- Justice: Jacques Fortier

30 Years

- Education: Lena Metuq
- Health: Dimaris Saimaut

35 Years

- Community and Government Services: Lorne Levy
- Nunavut Arctic College: Maryellen Thomas and Tirak Parr

Negotiations with collective bargaining units

The majority of public service employees are in bargaining units represented by a union or association. There are three collective agreements in place for three bargaining units.

Status of negotiations

Nunavut Teachers' Association (NTA)

In May 2014 the GN and NTA reached an agreement on the terms and conditions of employment for teachers. The collective agreement with the NTA is in place from July 1, 2013 to June 30, 2017. In 2014-15 the NTA represented 762 employees as well as 1,093 substitute teaching assignments.

Nunavut Employees Union (NEU)

A four year collective agreement with the NEU expired September 30, 2014. Negotiations are currently ongoing. In 2014-15, the NEU represented approximately 2,000 indeterminate and term employees, approximately 578 casual employees and approximately 2,500 relief assignments (relief assignments can be for a duration of as little as one day).

NEU-Qulliq Energy Corporation (QEC)

The collective agreement with the NEU expired in December 2013; negotiations are underway. NEU-QEC represents 142 term and indeterminate employees and approximately 19 casual employees of the QEC.

Human Resources Development

The Sivumuaqatigiit division is responsible for providing human resources planning and direction on initiatives aimed at increasing and maintaining Inuit employment in the GN, and for providing assistance and support to departments in training and developing their staff including interns. The division is also responsible for leading and coordinating initiatives to support the government's decentralized model.

Sivuliqtiksat Internship Program

The Sivuliqtiksat Internship Program, offered since 2001, is a one to three year internship supported by a designated trainer, a customized learning plan and group and individual training courses. The Department of Executive and Intergovernmental Affairs (EIA) is responsible for the funding and administration of this program, which supports a total of 16 internship positions. One full-time program Sivuliqtiksat Coordinator is available to assist departments, interns, designated trainers and managers in all aspects of the program. An intern is a term employee who is hired to undertake a learning program of specific duration leading to a guarantee of employment upon successful completion of his or her learning plan and satisfactory performance reviews. Since its inception, 25 beneficiaries have successfully completed the program.

As of March 31, 2015 there were 11 Sivuliqtiksat interns in the program:

- Manager, Sport and Recreation Development Intern, Community and Government Services, Baker Lake
- Senior Instructor, Trades Access Intern, Nunavut Arctic College, Rankin Inlet
- Director, Finance Intern, Health, Iqaluit
- Manager, Legal Translator Intern, Justice, Iqaluit
- Records Analyst Intern, Community and Government Services, Iqaluit
- Transportation Program Officer Intern, Economic Development and Transportation, Cambridge Bay
- Nunavummi Nangminiqaqtunik Ikajuuti (NNI) Executive Coordinator Intern, Economic Development and Transportation, Iqaluit
- Manager, Cultural Industries Intern, Economic Development and Transportation, Pangnirtung
- Maintenance Coordinator North Intern, Community and Government Services, Pond Inlet
- Manager, Finance Intern, Nunavut Arctic College, Arviat
- Procurement Officer, Community and Government Services, Iqaluit

Process, qualification criteria and requirements

EIA issues a call out for departmental applications for Sivuliqtiksat internship positions annually or semi-annually, depending on the number of available positions. The qualifications criteria are indicated in the intern job description and aim to fulfill a target position. Further information related to this program can be retrieved here: gov.nu.ca/sites/default/files/files/Finance/Sivuliqtiksat/Sivuliqtiksat_Program_Guidelines.pdf

Program promotion and marketing

A GN-wide information bulletin is issued annually inviting applications to the Siviliqtiksat program. Job postings are also advertised on the GN website, in northern papers, on cable television in all of Nunavut's official languages, in presentations in schools by the Recruitment and Staffing team and in presentations given by the Sivumuaqatigiit division staff.

Program review and highlights

The program has been running well since its inception in 2001 and has periodically been revised and improved over the years. During 2014-15 the Sivuliqtiksat Internship Program held its annual group learning session in Baker Lake. Six (6) Sivuliqtiksat interns participated in formal training on Building Confidence, Stress Management and Time Management and cultural activities that consisted of a trip out on land with some elders. The interns got to learn about the Kivalliq region way of life and how to use traditional hunting tools. Winnie Owingayak, a member of Inuit Qaujimajatuqanginnit Katimajiit, also gave a presentation on Inuit leadership.

Program challenges

The program has the potential to accommodate more participants. There are vacant intern positions that need to be filled, especially for specialized and senior management positions in the GN. Individual departments have indicated being short staffed, and having no time to train staff as reasons for not participating in the program. Turnover or trainers being reassigned to different positions has disrupted the program as interns need trainers in order to continue in the internship program.

Program spending

There is an average annual budget of $2 million to run the program. This includes salaries for up to 16 internship positions, $25,000 per intern per year for training, education and related travel costs, Sivuliqtiksat Program Operations and Maintenance costs and the Sivuliqtiksat Coordinator's salary. Unspent money is not returned to the departments nor is it carried over into the next year.

Program evaluation

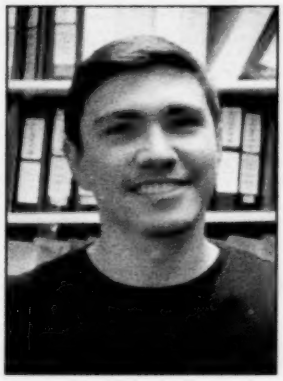
Since inception, the overall program success rate for interns stands at 57%. In the 2014-15 program year, there were no program drop-outs.

Intern retention to date

	Completed internships	Incomplete internships	Total
Total	23	17	40
Still with GN	20	7	27
Management	16	2	18
Specialist	2	2	4
Other	2	3	5

Sivuliqtiksat graduate profiles

Shawn Watchorn



Shawn joined the program in March 2008 and graduated in May 2011. Shawn was working as a casual employee at Informatics and Planning with CGS. After successfully completing the Sivuliqtiksat program, Shawn took on his target position of Records Analyst with CGS.

On his experience with the program, Shawn said "I graduated from the internship in 2011 and was able to move into my fulltime position knowing I would be able to confidently carry out my work through the experiences I gained through both having a mentor and being capable of getting the training I needed through the funding of the internship program. I was pleased to hear that in 2013 we were able to secure another spot in the internship program so that someone could benefit from the same experiences that I had and I volunteered to be the mentor for this individual. As a Mentor, I am able to help this person learn the process of the job that we perform as well as share my gained knowledge with them and provide support in various areas to try and help them reach their goals."

Department specific internships

In 2014-15 there were eight (8) department or public body specific interns. Departments and agencies within the GN work toward supporting interns to develop skills, work experience and take on permanent positions. Two individuals are profiled below.

2014-15 Department-specific Internships		
Department or public body	**In progress**	**Successfully completed**
Economic Development and Transportation	3	0
Family Services	1	1
Finance	1	0
Justice	3	0
Qulliq Energy Corporation	1	0

Markoosie Qaunirq

Markoosie began his internship program in June 2012 as an HR Coordinator Trainee with Family Services. Prior to this position, Markoosie worked as a Leave and Attendance Coordinator at the Department of Culture and Heritage. Following the completion of his internship, Markoosie became an HR Officer with Family Services.

Lorna Alexander

Lorna began her internship as a Job Evaluation Consultant in August 2014. Prior to her internship, Lorna worked as a Job Evaluation Coordinator. Lorna is expected to finish her internship in August 2017. "My name is Lorna Alexander, I am 24 years old. I was born and raised in Iqaluit. I went to Willis College in Ottawa back in 2010 for one full year to study Business Administration. I graduated from Willis College in September 2011 and received my diploma. I came to work for the GN with the Human Resources Department as the Executive Secretary to the Deputy Minister of Human Resources in October 2011. From there I moved to Job Evaluation as the Job Evaluation Coordinator in December 2012 then I was Direct Appointed into the Job Evaluation Consultant Intern position on August 18, 2014. I will be in my intern role from August 2014 to August 2017. I have completed 75% of my first year internship and I am really enjoying it thus far. I like the challenge the job brings as nothing is ever straight forward and there is always something to do. I enjoy working with my colleagues, as they are a big help with developing my skills to do the best that I can. We work as a team and that works really well for us in Job Evaluation."

The Summer Student Employment Equity Program

2014:

- **207 students**
- **173 Inuit students**
- **83% Inuit participation**

The Summer Student Employment Equity Program (SSEEP) is designed to provide opportunities for all Nunavut students, beneficiary or non-beneficiary, to gain meaningful work experience or training within the public service.
The SSEEP is an integral part of the GN's goal to foster youth development and encourage continuous learning.

2014 SSEEP participants by community	
Arviat	10
Baker Lake	10
Cambridge Bay	17
Cape Dorset	5
Coral Harbour	2
Gjoa Haven	10
Grise Fiord	1
Hall Beach	1
Igloolik	6
Iqaluit	92
Kimmirut	1
Kugaaruk	4
Kugluktuk	12
Naujaat (formerly Repulse Bay)	3
Pangnirtung	8
Pond Inlet	5
Rankin Inlet	19
Whale Cove	1

The objectives of this program are:

1. To provide employment or training opportunities for students that will:
   - Develop their skills and improve employability after graduation;
   - Help fund their education and encourage them to complete their studies;
   - Enrich their academic programs; and
   - Help them evaluate their career options within the territorial public service.
2. To facilitate the hiring of students by departments in order to develop a pool of qualified candidates for future public service appointments.

Workplace profile

Inuit representation and staffing capacity

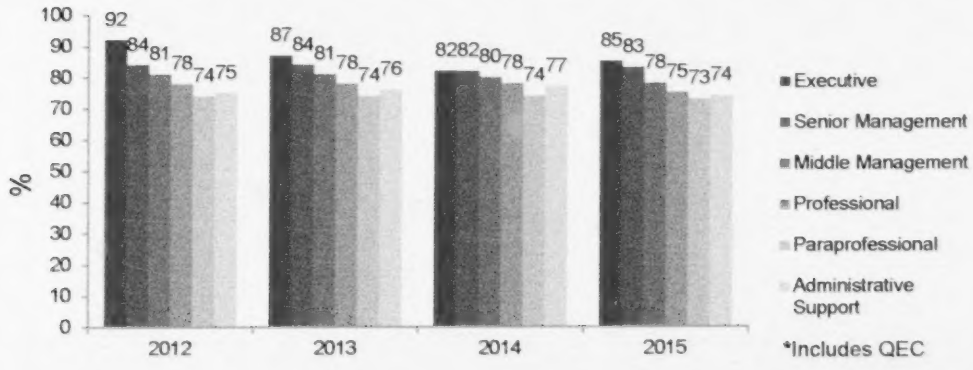
The GN is committed to increasing Inuit employment to achieve both a representative public service and full staffing capacity.

In this report, staffing capacity is represented as the percentage of total positions within the GN that were filled during the fiscal year. Inuit employment is represented as the percentage of positions filled by Inuit. Capacity and Inuit employment are categorized in a variety of ways for analysis.

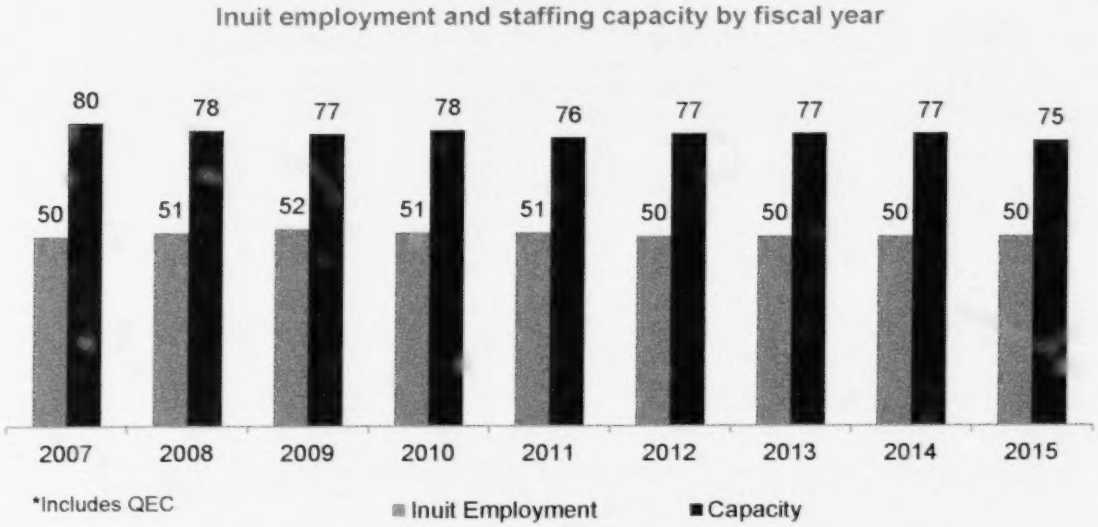
Community and Government Services (CGS)
Culture and Heritage (CH)
Economic Development and Transportation (EDT)
External and Intergovernmental Affairs (EIA)
Family Services (FS)
Office of the Legislative Assembly (OLA)
Nunavut Arctic College (NAC)
Nunavut Housing Corporation (NHC)
Qulliq Energy Corporation (QEC)

Capacity distribution by department or public body								
	March 2014				March 2015			
Department/ body	Total positions	Vacancies	Filled	% Capacity	Total positions	Vacancies	Filled	% Capacity
CGS	362	108	254	70%	370	106	264	71%
CH	89	21	68	76%	92	23	69	75%
EDT	142	42	100	70%	141	43	98	70%
Education	1,260	138	1,122	89%	1,257	146	1,111	88%
Environment	129	29	100	78%	129	33	96	74%
EIA	99	24	75	76%	99	21	78	79%
FS	188	54	134	71%	203	58	145	71%
Finance	267	84	183	69%	264	67	197	75%
Health	918	331	587	64%	1,036	411	625	60%
Justice	336	83	253	75%	368	109	259	70%
OLA	33	10	23	70%	42	11	31	74%
NAC	193	31	162	84%	220	48	172	78%
NHC	103	31	72	70%	108	30	78	72%
QEC	194	20	174	90%	212	35	177	83%
Total	**4,313**	**1,006**	**3,307**	**77%**	**4,541**	**1,141**	**3,400**	**75%**

% capacity by occupational category across fiscal years



The following chart illustrates related statistics for the years from 2007-15. Both staffing capacity and beneficiary employment have remained relatively stable over the last seven years.



Capacity and Inuit employment by department 2014-15						
	Total positions				Beneficiaries	
Department	Total positions	Vacancies	Filled	% Capacity	Hired	% IE
CGS	370	106	264	71%	104	39%
CH	92	23	69	75%	51	74%
EDT	141	43	98	70%	51	52%
Education	1,257	146	1,111	88%	575	52%
Environment	129	33	96	74%	34	35%
EIA	99	21	78	79%	55	71%
FS	203	58	145	71%	90	62%
Finance	264	67	197	75%	90	46%
Health	1,036	411	625	60%	311	50%
Justice	368	109	259	70%	110	42%
OLA	42	11	31	74%	18	39%
Total	4,001	1,028	2,973	74%	1,489	50%

Capacity and Inuit employment by public body 2014-15						
	Total positions				Beneficiaries	
Public body/ corporation	Total positions	Vacancies	Filled	% Capacity	Total positions	% IE
NAC	220	48	172	78%	93	54%
NHC	108	30	78	72%	25	32%
QEC	212	35	177	83%	97	55%
Total	540	113	427	79%	215	50%

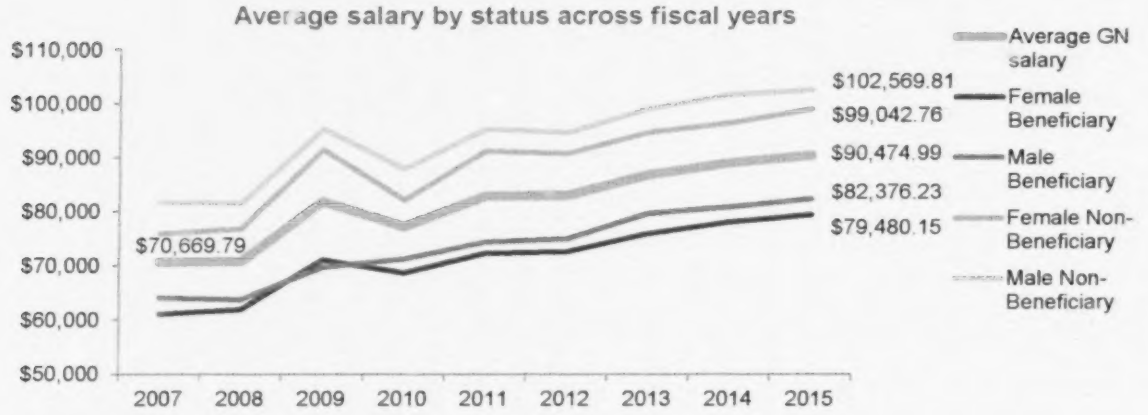
Capacity and Inuit employment by occupational category 2014-15						
	Total positions				Beneficiaries	
Occupational Category	Total positions	Vacancies	Filled	% Capacity	Total	% IE
Executive	40	6	34	85%	15	44%
Senior Management	167	29	138	83%	28	20%
Middle Management	498	112	386	78%	94	24%
Professional	1,610	403	1,207	75%	322	27%
Paraprofessional	1,573	421	1,152	73%	821	71%
Administrative Support	653	170	483	74%	424	88%
Total	4,541	1,141	3,400	75%	1,704	50%

*Includes QEC

The GN workforce has 2,186 female employees compared to 1,214 male employees. Female beneficiary employees represent the largest group in the public service at 1,298 (38% of the total public service). By contrast, male beneficiary employees represent the smallest group in the public service at 397 (12% of the total public service).

Employee salary

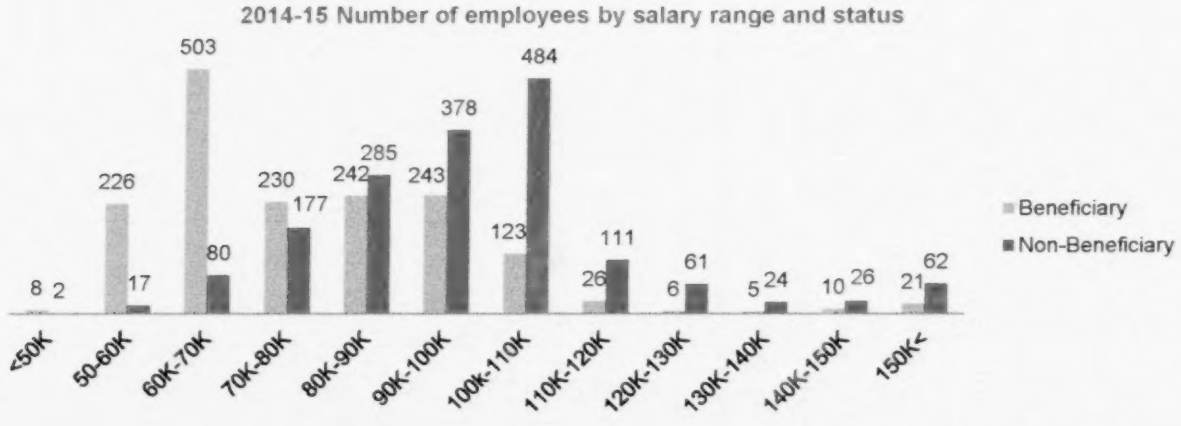
The average base annual salary for a GN employee is $90,475. The average salary for a female employee is $87,424 and $95,978 for a male employee. The difference can be explained by examining position levels, where female employees hold fewer professional and management positions than their male counterparts. The following section examines public service wages by different employee categories and across fiscal years. In general, average public service salaries have increased from 2007 to today.



For salaries ranging from $80,000 per year or less, beneficiary employees outnumber non-beneficiary employees. Non-beneficiary employees make up the largest group of people earning salaries of $80,000 or more.

In the 2014-15 fiscal year, 959 Nunavut public servants earned salaries of $100,000 or more per year. Of those 959 employees, 191 are beneficiaries while 768 are non-beneficiaries.

Since 2007, for both beneficiary and non-beneficiary male employees, salaries have been consistently higher than their female counterparts. Salary growth has been slowest for female beneficiary employees.



Length of service and average employee statistics

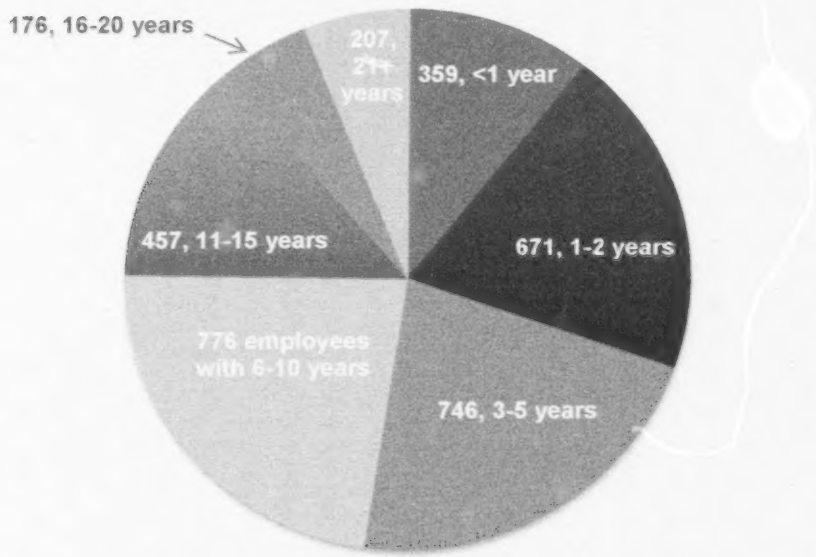
Average female beneficiary employee	Average male beneficiary employee
• 43.7 years old • makes $79,480 (base annual salary) • 9.4 years of continuous service	• 43.5 years old • makes $82,376 • 8.4 years of continuous service
Average female non-beneficiary employee	**Average male non-beneficiary employee**
• 43.2 years old • makes $99,042 • 5.9 years of continuous service	• 45.2 years old • makes $102,569 • 6.4 years of continuous service

In the 2014-15 fiscal year, the average years of service of Nunavut public servants was 7.69 years. Female beneficiaries have the longest average continuous service at 9.43 years with the lowest average salary. Female non-beneficiaries have the shortest length of service at 5.98 years and the second highest average salary.

Most public servants have 10 or fewer years of service with the GN. Of the GN's 3,400 employees 842 have 11 or more years of service, 1,524 have three to 10 years of service and 1,034 have fewer than three years of service.

	Employees by years of service 2007-15								
Years of service	**2007**	**2008**	**2009**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**
Less than 1 year	410	422	410	518	471	451	392	319	359
1-2 years	736	699	612	606	663	714	745	700	671
3-5 years	585	488	619	733	738	661	699	728	746
6-10 years	516	598	601	648	614	722	756	788	776
11-15 years	163	160	181	270	321	363	448	455	457
16-20 years	144	140	132	139	125	130	134	162	176
21+ years	130	135	148	180	186	195	192	198	207

2014-15 Number of employees by years of service

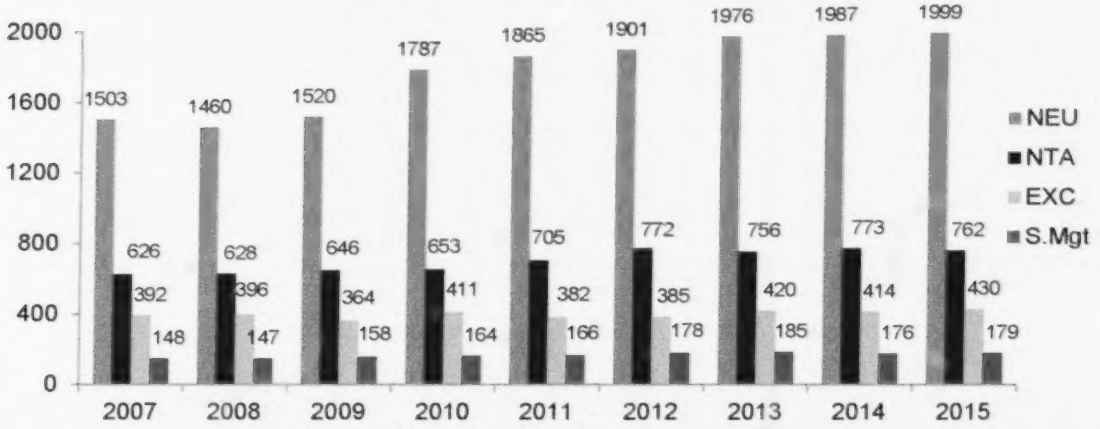


Employee Groups

There are four groups of employees within the GN: Nunavut Employees Union (NEU), Nunavut Teacher's Association (NTA), Excluded employees (EXC) and Senior Management (SRM). The NEU represents about 60% of all GN employees. Teachers represent approximately 22% of employees. Excluded employees represent 13% and Senior Management employees represent 5% of the public service. EXC and SRM employees' wages are linked to the pay range that the NEU negotiated within their agreement. However, these employees are not part of any collective bargaining unit.

NEU	NTA
1,999 / 2,838 positions filled	762 / 805 positions filled
EXC	**SRM**
430 / 592 positions filled	179 / 210 positions filled

Number of employees by group across fiscal years



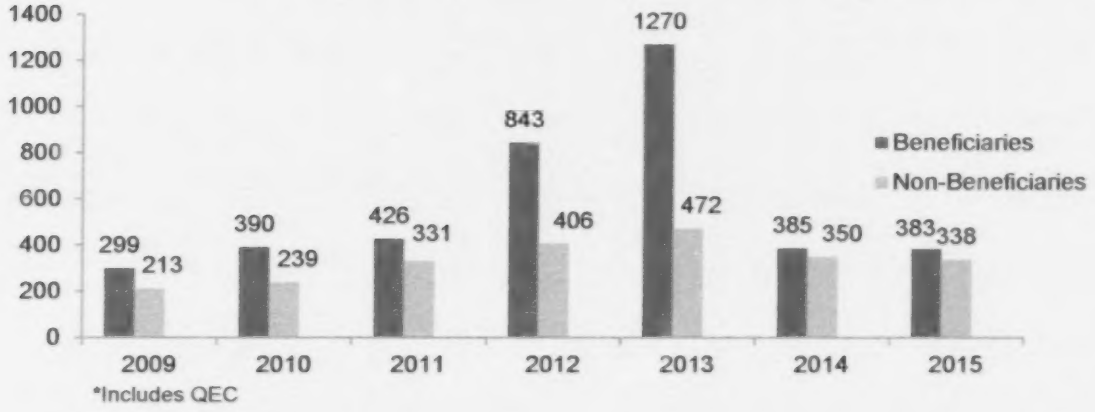
Casual assignments and relief employment

The GN hires casual and relief employees to temporarily fill staffing needs. The PSA defines a casual employee as "*a person employed to perform work of a temporary or casual nature or in an emergency.*" In general, casual employment is created for work on special projects, to assist with a high volume of work, or to fill in for employees on leave and includes casual nursing positions. A relief employee is defined as "*a person employed on an indeterminate or term basis to provide services ordinarily provided by other employees as and when needed or to provide services on an emergency basis.*"

Casual and relief employees

The number of casual employees has decreased in comparison to the previous years due to the clarification and re-classification of many casual employees as relief employees. The number of casual assignments in 2013-14 was 735 and in 2014-15 it decreased to 721. The number of relief positions was 1,634 for 2013-14 and in 2014-15 it increased to 2,446 and 86% of relief positions were filled by beneficiaries.

Casual assignments by status across fiscal years



*Includes QEC

The numbers for casual and relief employees do not represent the total number of people employed as casual and relief workers by the GN. They represent the number of assignments filled by those employees. For relief employees, the number represents the total number of people who are available to perform duties. One employee may fill more than one casual or relief position to make up full-time hours. For example, one relief employee may be filling the multiple positions of janitor, secretary and clerk interpreter at the same time. Although it is one employee, because this employee is assigned to three positions, three positions are counted rather than one employee.

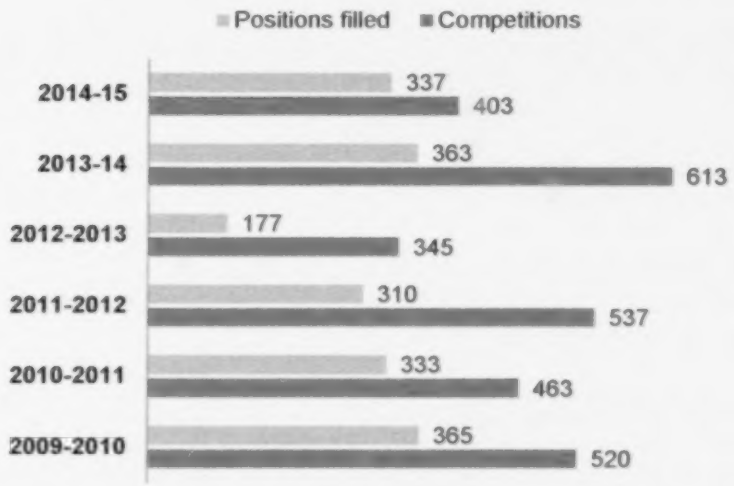
Recruiting and Staffing

In 2014–15, the recruiting team visited NAC on various occasions to present information about the SSEEP program. They presented directly to students from the Nursing program, Computer Studies program, Environmental Technology program, and Academic Studies program regarding employment opportunities with the GN. These sessions were very successful and will be repeated in the coming years. During a visit to Ottawa, the team promoted the GN as an employer of choice to students attending Nunavut Sivuniksavut and to Algonquin College at the Algonquin College Career Fair. The team also set up a recruiting booth at the Baffin Regional Chamber of Commerce Trade show in Kimmirut.

A bilingual recruiting consultant who speaks Inuktitut announces job opportunities with the GN on CBC radio on a biweekly basis to increase outreach to Nunavummiut.

For the purposes of recruiting and staffing, Iqaluit is categorized as a region considered separately from the Qikiqtaaluk, Kivalliq and Kitikmeot regions. This is only for distribution of staffing responsibility and data analysis purposes.

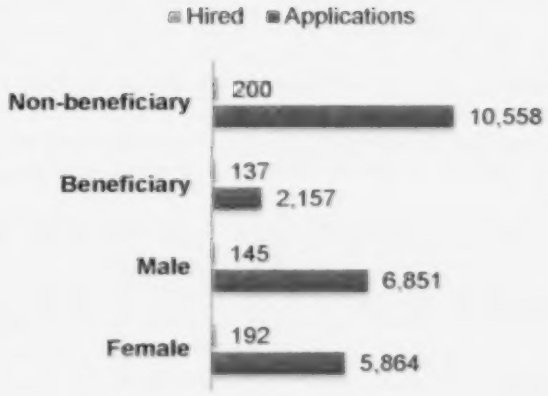
Job Competitions and Hiring



In 2014-15, the GN held 403 competitions which resulted in 337 employees being hired. These charts represent the results of the competitions process held across fiscal years.

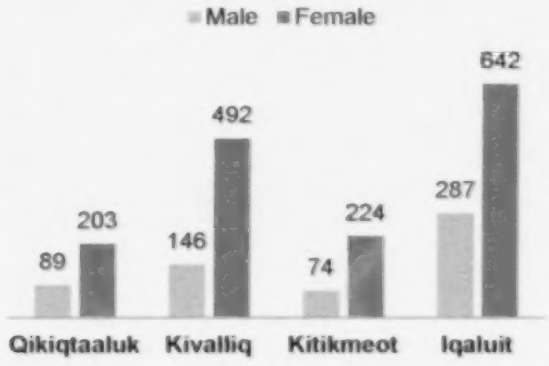
The GN hired a total of 337 new employees during the year which included 137 beneficiaries. The number of beneficiaries hired by region was as follows: 22 in the Qikiqtaaluk region, 39 in the Kivalliq region, 23 in the Kitikmeot region and 53 in Iqaluit. The total beneficiaries hired represent 41% of all hires during the year. The GN hired 26 fewer employees this year compared to the previous year.

The GN received a total of 12,715 job applications in the 2014-15 fiscal year. Of those received, 2,157 were applications from beneficiaries. This was a decrease compared to 2,598 applications received from beneficiaries in the previous year.



12,715 job applications were received in 2014-15

2,157 applications were from beneficiaries

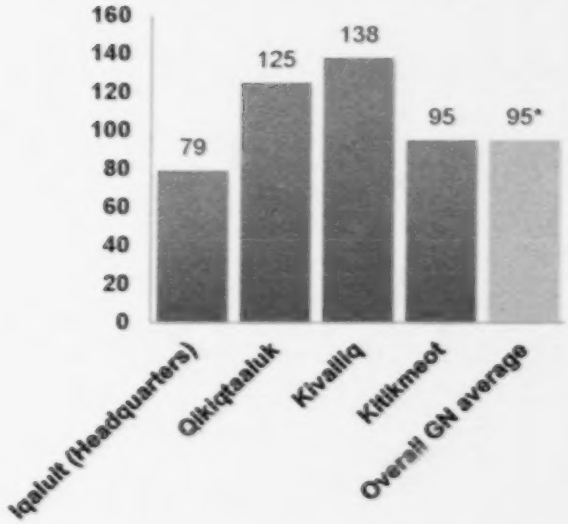


Job application summary by fiscal year						
Fiscal year	Positions advertised	Applications	Male	Female	Beneficiary	Non-beneficiary
2010-11	463	6,153	3,566	2,587	1,445	4,708
2011-12	537	9,670	5,528	4,142	1,685	7,805
2012-13	345	8,152	4,590	3,562	1,857	6,295
2013-14	614	11,952	6,579	5,373	2,598	9,358
2014-15	403	12,715	6,851	5,864	2,157	10,558

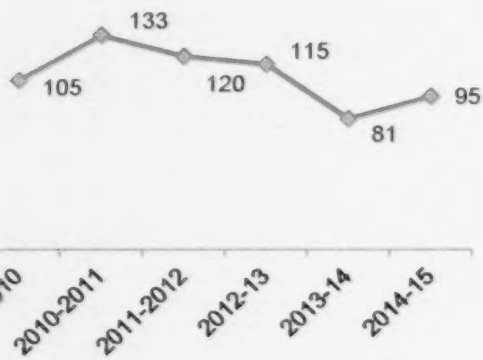
Recruitment and selection turnaround time

Recruitment and selection turnaround time measures the average number of calendar days it takes to fill a permanent full-time position. This measure provides insight into the GN's ability to deliver effective, efficient and transparent human resource services. In 2014-15 the average time from posting a position to closing it successfully was 95 days, an increase from the previous fiscal year (81 days) but a significant decrease from 133 days in 2011.

2014-15 average days to fill a position by region



Average time to fill advertised indeterminate and term positions in days



**The average days to fill a position is calculated from the time a position is advertised to the time it is successfully closed. The average is weighted according to the number of positions filled in each region. Whereas in the HQ region a greater proportion of positions were successfully filled, the average number of days to complete a competition in the HQ region (79 days) is weighted more heavily than the averages from the other regions.*

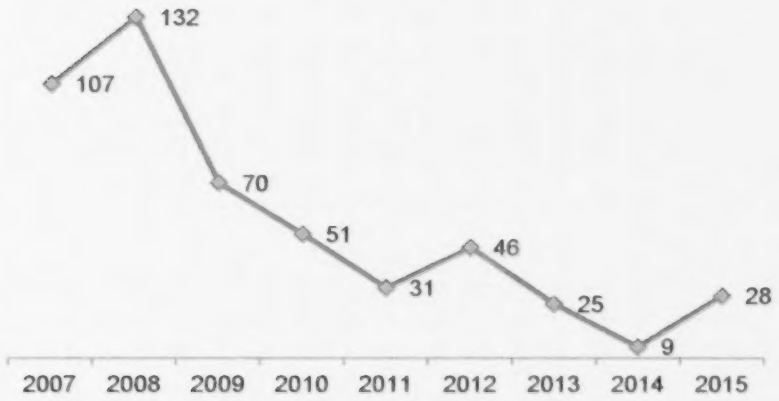
Increased competition for skilled and educated labour now and in the coming decade means the time it takes to staff a position is a risk to GN operations. This may result in lost skills opportunities as well as program and service impacts, if other organizations recruit candidates faster. In 2011, after subtracting departmental preparation, housing analysis and designation it took approximately 133 days to fill a position. As of March 31, 2015 this duration has been reduced to 95 days. The GN will continue to improve the effectiveness and efficiency of the staffing process through the use of new staffing processes provided in the PSA such as using eligibility lists and restricted competitions.

The average time to fill a position is calculated by dividing the number of calendar days utilized to fill all indeterminate/term positions by the total number of indeterminate and term positions filled over a fiscal year.

Direct appointments

The GN is committed to staffing positions through a competitive process. However, under certain circumstances appointments without competitions are appropriate. Direct appointments are primarily used to achieve a qualified and representative public service, but they are also an appropriate method to staff hard to fill positions when the regular recruitment process has failed.

Direct appointments by fiscal year



For the fiscal year of 2014-15, the Executive Council approved a total of 28 (27 of whom were beneficiaries) direct appointments, compared to nine the previous year. There were twenty-two direct appointments in Iqaluit, one in the Qikiqtaaluk region, three in the Kivalliq region and two in the Kitikmeot region.

Staffing appeals

Beneficiary and non-beneficiary GN employees have the right to appeal appointments to positions within the public service. In total, 74 appeals were heard in 2014-15. This is an increase from the 61 heard in the previous fiscal year.

Staffing appeal statistics by employee category and fiscal year								
	2013-14				2014-15			
Employee Category	Denied	Upheld	Withdrawn	Total	Denied	Upheld	Withdrawn	Total
Union	40	6	-	46	47	7	1	55
EXC and SRM	11	4	-	15	16	3	0	19
Total	51	10	-	61	63	10	1	74

Employee Relations and Job Evaluation

Grievances

Active grievances carried over as of March 31, 2015				
	Policy grievance	Group grievance	Individual grievance	Total
NEU	13	2	63	78
NTA	1	0	0	1
EXC	0	0	0	0

2014-15 Grievances summary				
	Policy grievance	Group grievance	Individual grievance	Total
NEU	5	0	26	31
NTA	1	0	1	2
EXC	0	0	2	2

A grievance is a statement of dissatisfaction, usually by an individual but sometimes by the union or management concerning the interpretation or application of a provision of an Act or regulation, direction or other instrument made or issued by the employer dealing with the terms or conditions of employment, provisions of the collective agreement or Arbitral Award, disciplinary action, dismissal and letters of discipline. The grievance process is used to resolve disputes between unionized employees and the GN. Excluded staff have access to a grievance process under the Public Service Regulations. 35 grievances were filed in 2014-15.

Policy grievance is a situation where the union brings forth a complaint alleging a breach of the terms of the collective agreement resulting from the employer introducing a directive or policy that contravenes the collective agreement.

Group grievance is when more than one union member files a grievance alleging that the employer has failed to recognize their collective rights pertaining to specific terms and conditions of the collective agreement.

Individual grievance affects the individual griever, filed by one person, either by that person, or by the union on behalf of that person.

Job Evaluation

The GN's Job Evaluation (JE) program ensures all positions are evaluated in a timely manner against established criteria in a fair and equitable manner. This includes the provision of expert advice and guidance to the GN departments as well as public bodies regarding their organizational structures. Evaluations for all types of casual employment are rated through JE including Casual Staffing Actions, Relief Employment Staffing Actions and Summer Student Employment paperwork. Only JE staff have the authority to modify position records, therefore all requests to change position information including distribution coding, department codes and reporting corrections are also processed through JE.

During 2014-15 JE staff processed 2,698 actions. These actions included paperwork to initiate all types of staffing across the GN including; Job Action Requests (JARs) for regular staffing, Direct Appointments, Internal Transfer Assignments (ITAs), and the creation of new positions. JE also worked with departments to provide organizational design advice and analysis. JE reviewed the proposed changes and identified any areas of concern for existing government structure and evaluations. JE staff also provided guidance to departments throughout the implementation phase after Executive Council approval was granted.

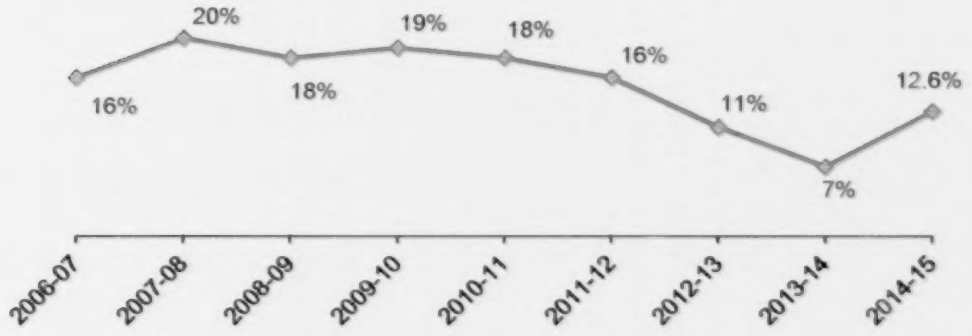
Staff Turnover and Employee Retention

Employee retention and turnover are directly linked. Retention is reflected in this report as the percentage of employees that remained within the public service across the fiscal year. Conversely, turnover is the percentage of employees that left their position in the public service for any reason (defined as termination of employment). The retention rate for the GN has fluctuated over the years, but has generally increased over time from a low over the last eight years of 80% in 2007-08 to 87% in 2014-15.

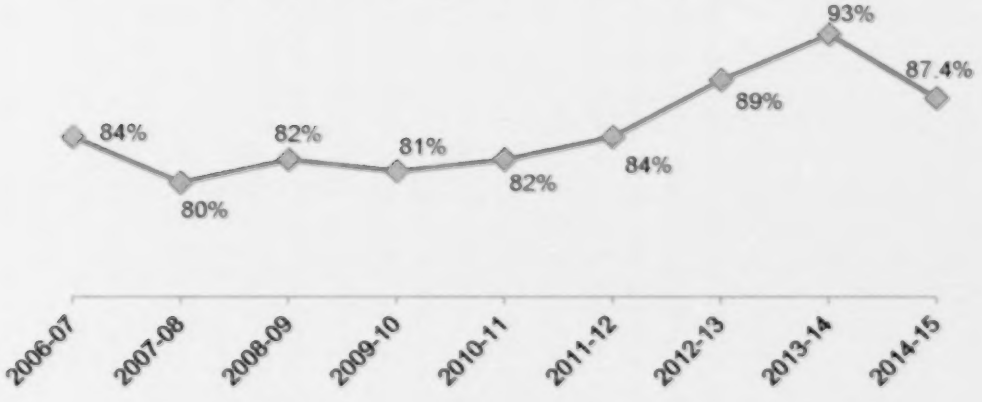
Staff Turnover

Staff turnover is determined by the number of GN employees leaving or terminating their positions annually. Turnover in this report is calculated using any exit from the public service such as retirement, voluntarily leaving the public service, and in rare cases dismissal of indeterminate employees. It does not include internal transfers within the GN. In the 2014-15 fiscal year, the GN-wide turnover rate was 12.6%, an increase of 5.6% from the previous year.

GN-wide turnover rate across fiscal years



GN-wide retention rate across fiscal years



2014-15 Turnover/Terminations by department/public body			
Dept.	Total positions terminated	% turnover of dept.	% of total terminations
OLA	1	4%	0.2%
EIA	8	11%	1.9%
EDU	183	16%	43.4%
FS	16	12%	3.8%
CGS	27	11%	6.4%
CH	7	10%	1.7%
EDT	9	9%	2.1%
ENV	8	8%	1.9%
FIN	17	9%	4.0%
HEA	77	13%	18.2%
JUS	28	11%	6.6%
NAC	30	19%	7.1%
NHC	11	15%	2.6%
Total	422		

2014-15 Turnover/Terminations by pay group			
Pay group	Total positions terminated	% turnover of pay group	% of total terminations
SRM	20	11%	5%
EXC	34	8%	8%
NEU	202	10%	48%
NTA	166	21%	39%
Total	422	12.6%	

In 2014-15 there were a total of 422 employees who left their positions with the public service. The turnover rate can be analyzed in a variety of ways including by pay group, department and community.

Terminations/Turnover by community 2014-15				
Community	Total employees (beginning of fiscal year)	# Terminations	% community turnover	% of total turnover
Arctic Bay	38	4	11%	0.9%
Arviat	174	19	11%	4.5%
Baker Lake	148	19	13%	4.5%
Cambridge Bay	184	28	15%	6.6%
Cape Dorset	98	20	20%	4.7%
Chesterfield Inlet	32	3	9%	0.7%
Churchill, MB	5	0	0%	0%
Clyde River	62	12	19%	2.8%
Coral Harbour	44	10	23%	2.4%
Gjoa Haven	79	16	20%	3.8%
Grise Fiord	19	1	5%	0.2%
Hall Beach	37	8	22%	1.9%
Igloolik	128	15	12%	3.6%
Iqaluit	1,240	149	12%	35.3%
Kimmirut	31	3	10%	0.7%
Kugaaruk	40	1	5%	0.2%
Kugluktuk	114	16	14%	3.8%
Ottawa	2	1	50%	0.2%
Pangnirtung	119	13	11%	3.1%
Pond Inlet	126	12	10%	2.8%
Qikiqtarjuaq	33	4	12%	0.9%
Rankin Inlet	368	36	10%	8.5%
Naujaat (formerly Repulse Bay)	51	14	27%	3.3%
Resolute Bay	17	4	24%	0.9%
Sanikiluaq	50	5	10%	1.2%
Taloyoak	37	5	14%	1.2%
Whale Cove	26	2	8%	0.5%
Winnipeg	5	2	40%	0.5%
Total	3,307	422		

Employee Retention

The overall increasing trend in employee retention from 2007 to 2015, despite the decrease in the last fiscal year, may be due to a range of factors including competitive wages and benefits, continuous service bonuses, housing availability, employee satisfaction and training and development opportunities. GN employees have access to the Public Service Health Care Plan and Dental Plan for themselves and their families through Great-West Life. Also, GN employees are part of the Public Service Pension Plan, receive a generous Nunavut Northern Allowance, and may have access to subsidized staff housing or may receive a Housing Allowance to help cover their rent or mortgage. GN employees have an attractive annual leave package and can also take advantage of purchasing optional leave which adds an extra five days of leave to their annual entitlement.

While the retention rate has increased since 2006 (except in 2014-15), maintaining and increasing capacity is always a challenge and remains a priority for the GN. In 2015, the GN began offering an electronic submission process for employee exit surveys. Collecting and analyzing the data from exit surveys, which are available to all employees leaving or changing jobs with the GN, will provide insight as to why employees leave the public service. Additionally, the survey allows employees to express their positive experiences as well as what needs to be addressed regarding employment with the GN.

Employee and Family Assistance Program (EFAP)

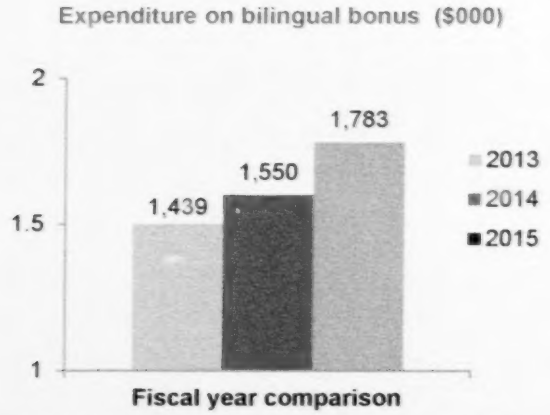
The GN supports public servants by providing an Employee and Family Assistance Program. This program provides services that reflect the Nunavut workplace reality and incorporates Inuit culture and language. It provides short-term, confidential, professional counseling for personal and workplace issues to help employees and their families find solutions to problems that affect them. Employees and their families have increasingly taken advantage of the services through face-to-face sessions (54%), via telephone (45%), or through the internet (1%). The services are available to GN employees and their families to use free of charge, 24 hours a day, seven days a week. Services are offered directly in English, French and Inuktitut or Inuinnaqtun in conjunction with a translator. In the 2014-15 fiscal year, 222 employees utilized EFAP, an increase of 48 from 174 in 2013-14.

2014-15 EFAP utilization	
Employee usage	
Total	222
Employee/family use	
Individual	208
Family member	14
Use by gender	
Female	154
Male	58
Age distribution	
Less than 20	3
21-30	42
31-40	88
41-50	52
51-60	26
61 and older	10
Not specified	1
Counselling method	
Face to face	100
Telephone	84
Online	2
Total	186

Counselling services	
Crisis/Trauma	8
Family	23
Marital/Relationship	33
Health	2
Psychological	79
Social	2
Addiction issues	13
Workplace	26
Sub-total	186
Plan Smart Services	
Career counselling	5
Health lifestyle/Healthy relationships	6
Childcare and parenting support service	9
Financial advisory service	4
Legal advisory service	10
Sub-total	36
Total	222

Bilingual Bonus

One of the tools the GN uses to encourage the use of the Inuit Language in the workplace as well as employee retention is the Bilingual Bonus. Employees who speak more than one of Nunavut's official languages (Inuktitut, English, French and Inuinnaqtun) may be entitled to receive a bonus up to $1,500 per year if they are required to use both languages in the workplace. Deputy Heads decide how bilingual services are provided.



In 2014-15, the GN spent $1.78 million on bilingual bonuses, paid to approximately 2,300 filled positions in indeterminate, casual and relief assignments. It is important to note that many casual and relief employees fill more than one position which can cause fluctuation in the number of employees reported to be receiving this bonus. The expenditure on bilingual bonuses has increased steadily over the last three fiscal years. The majority of the expenditure goes to term and indeterminate employees, but the year-over-year rate of increase is greatest for casual and relief employees.

Positions requiring the person to be fully bilingual, such as interpreter/translators, do not receive a bilingual bonus because their salary has been adjusted to reflect the demand for a bilingual candidate.

2014-15 Bilingual Bonus expenditure by department or public body

Department or public body	Bilingual bonus paid out	Retroactive bonus paid
OLA	$ 60,081	$ 173
EIA	$ 91,255	$ 2,521
EDU	$ 291,688	$ 14,104
FS	$ 145,536	$ 5,216
CGS	$ 73,634	$ 7,622
CH	$ 49,241	$ 15,194
EDT	$ 52,293	$ 4,235
ENV	$ 28,055	$ 4,129
FIN	$ 104,166	$ 4,492
HEA	$ 502,691	$ 16,326
JUS	$ 165,385	$ 12,863
NAC	$ 91,438	$ 5,239
NHC	$ 32,541	$ 2,210
NBCC	$ 941	-
Total	**$ 1,688,945**	**$ 94,324**
Total bilingual bonus paid		$1,783,269

2014-15 Number of positions receiving Bilingual Bonus by region

Region	Number of recipients
Qikiqtaaluk	904
Kivalliq	470
Kitikmeot	93
Iqaluit (HQ)	833
Total*	2,300

**It is important to note that these numbers do not represent the number of individual employees who receive a bilingual bonus. Individuals may hold more than one casual or relief position within the GN. In this chart employees may have been employed in more than one position within the fiscal year in which case they have been counted more than once.*

Bilingual Bonus by employee category by fiscal year

	Ind/Term	Casual/Relief
2012-13	$1,161,492.11	$277,812.22
2013-14	$1,202,539.84 (+3%)	$347,674.10 (+6%)
2014-15	$1,281,127.61 (+20%)	$407,846.23 (+15%)

Human Resources (HR) Strategy

The HR Strategy was approved by Cabinet on October 2, 2014 and was tabled in the fall session of the Nunavut Legislative Assembly. An implementation plan was developed and incorporated into the GN Business Plan. The HR Strategy identifies the priority areas for action that central agencies, departments and territorial public bodies will take during 2014-18 to ensure that Nunavut's public service workforce can respond to current and future challenges and opportunities. The HR Strategy emphasizes initiatives to bring more qualified beneficiaries into the GN early in their careers and to develop them into skilled public administrators and future leaders. Five priorities are set out to guide actions during the four year period of the HR Strategy:

- Increasing and enhancing Inuit employment in the GN;
- Recruiting the skilled people we need;
- Engaging and developing employees at all levels;
- Enhancing client service; and
- Improving workforce data for planning and decision-making.

In the first two years of the HR strategy, central departments (Executive and Intergovernmental Affairs and Finance) are accountable to produce the programs, policies, tools and resources needed by departments and territorial public bodies to begin implementing this strategy. Beginning in the second year and for the remainder of the period of this strategy, departments and territorial public bodies will be accountable for the use of the programs, policies, tools and resources and for the results they achieve. They will report on progress annually through their Business Plans. From the third year on, departments and territorial public bodies will report on the numbers of people who are participating in the programs, and on the results that have been achieved.

Progress to date on HR Strategy implementation

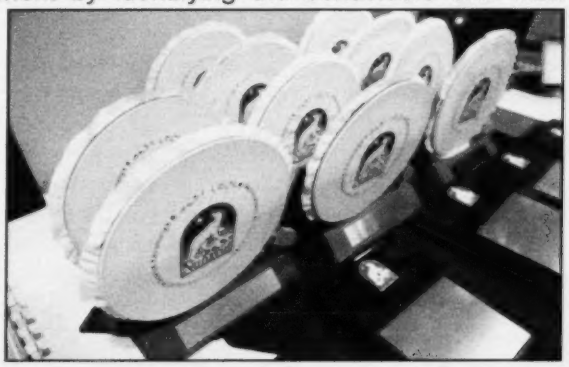
During 2014-15 directives and guidelines were established for new provisions under the PSA including criminal record checks, disclosure of wrongdoing and staffing appeals for excluded and senior management positions. Directives and guidelines for internal and restricted competitions, transfers and transfer assignments, reference checks and internships are being developed.

A Leave and Attendance Module is being piloted in the Department of Finance in order to improve the accuracy and availability of leave and attendance data, as well as the timeliness of payments.

Work toward improving the interview process for job competitions in the public service was initiated in 2014-15. The Staffing Manual is being updated to reflect changes in legislation and new directives. The development of new resource materials, such as resume writing and interview preparation and techniques for job seekers are at an advanced stage. These will be available for use and posted on the GN website in 2015-16.

During 2014-15, 10 mentors and 10 mentees participated in an EIA pilot project on Mentorship. The pilot is being reviewed to ensure the program and its supporting tools are effective and meet the needs of participants. In 2014-15, EIA's Sivumuaqatigiit division began providing support for the implementation of departmental Inuit Employment plans. Individualized funding was made available for beneficiaries to gain necessary professional or leadership skills, as identified by departments.

A comprehensive Leadership Development Program was designed in 2014-15 for roll out beginning in the next fiscal year. Using the GN Leadership Competency Model, this program will provide the foundation for leadership development by identifying the behaviours and Inuit Societal Values that enable GN leaders to use their knowledge, skills and experience effectively and to engage and motivate others.



In 2014-15, the GN began to establish and maintain career profile records for all beneficiary employees in management positions to document education levels attained, career history and career interests as a future GN leader. This will enable the identification of talent pools and the development of individual learning plans.

Training and Development

The GN training calendar is an excellent source for finding opportunities to expand skills and work toward career advancement. Courses are scheduled in communities across Nunavut in lengths ranging from one day to several months. A variety of course topics are offered such as employee orientations, official language training, communications, computer software, and retirement planning. All courses are coordinated by the Sivumuaqatigiit division within the EIA and are open to all employees. All employees have access to the training calendar at gov.nu.ca/training-calendar.

Employee orientation

Employee orientation sessions provide new GN staff with the opportunity to learn about Nunavut's history, the GN, and services and options available to new employees. In 2014-15 employee orientation sessions were offered in communities in all three Nunavut regions.

2014-15 Employee orientation sessions			
Community	Participants	Beneficiary	Non-beneficiary
Arviat	10	8	2
Baker Lake	10	3	7
Cambridge Bay	7	1	6
Cape Dorset	9	3	6
Igloolik (2 sessions)	15	14	1
Iqaluit (4 sessions)	58	16	42
Pond Inlet	4	1	3
Rankin Inlet	6	4	2
Total	119	50	69
Percentage		42%	58%

Cultural Orientation

2014-15 Cultural Orientation sessions			
Community	Participants	Beneficiary	Non-beneficiary
Arviat	11	9	2
Baker Lake	10	3	7
Cambridge Bay	5	0	5
Cape Dorset	7	3	4
Igloolik (2 sessions)	16	15	1
Pond Inlet	6	3	3
Rankin Inlet	5	3	2
Total	60	36	24
Percentage		60%	40%

Cultural Orientation sessions are held to help facilitate learning and cooperation through understanding of Inuit culture. The orientation provides valuable relationship building lessons and fosters open understanding between coworkers from all backgrounds.

Language Training

The GN aims to offer language training in three of the four official languages within Nunavut: Inuktitut, Inuinnaqtun and French. This year, 142 GN employees benefited from language training sessions offered in the communities as explained in this chart.

2014-15 Inuktitut language sessions			
Community	Participants	Beneficiary	Non-beneficiary
Arviat (3 sessions)	18	0	18
Gjoa Haven (2 sessions)	8	8	0
Igloolik	7	0	7
Iqaluit (12 sessions)	76	50	26
Pangnirtung (2 sessions)	15	8	7
Pond Inlet	7	1	6
Rankin Inlet (2 sessions)	11	5	6
Total	142	72	70
Percentage		51%	49%

Specialized Training and Program Development Fund

The GN recognizes the importance of providing employees with comprehensive training programs that develop job-specific knowledge and skills through hands-on learning and practice. The GN Training Fund was developed to provide additional training opportunities for GN employees and consists of the Specialized Training Fund and the Program Development Fund.

The Specialized Training Fund allocated $1 million in 2014-15 to specialized training/professional development courses that address the training needs of GN employees in similar occupational groups across various departments and agencies.

The Program Development Fund, which also had a budget of $1 million in 2014-15, focuses on the development of technical, job-specific competencies.

These programs strive to implement and improve program and service delivery; increase technical and professional knowledge and expertise; fund the certification/licenses/training required for new professional standards and best practices; and build capacity in specialty areas.

In 2014-15, 32 training proposals from 11 departments and agencies were approved in order to deliver specialized training and program development. Some examples of training initiatives include:

- Medical Terminology Workshops (Health)
- Interdepartmental Media Relations Training (EIA)
- Behavioral Descriptive Interviewing Training (Finance)
- Confined Space Awareness and Fall Arrest Training (CGS)
- Corrections Staff Training (Justice)

Occupational Training Programs

Through the Specialized Training Fund, the GN has been able to offer multiple, longer term efforts to advance the skills of employees within the public service. There were two major occupational training programs carried out in 2014-15.

1. Supervisory Program

This program is offered through a partnership with Think Training Inc. and the GN. The three-module program is designed for employees in supervisory positions or front-line management positions to increase knowledge and skills in a variety of management practices. Provision is available through the program for candidates to work toward their Canadian Professional Supervisor designation.

Supervisory Training				
Supervisory Program	**Community**	**Participants**	**Beneficiary**	**Non-beneficiary**
The Professional Supervisor	Cambridge Bay	12	5	7
Managing Employee Performance	Cambridge Bay	12	6	6
Understanding Projects	Cambridge Bay	13	6	7
The Professional Supervisor	Iqaluit	22	10	12
Managing Employee Performance	Iqaluit	22	8	14
Understanding Projects	Iqaluit	10	6	4
Supervisory Designation	Iqaluit	11	7	4
Total		**102**	**48**	**54**
Percentage			**47%**	**53%**

2. Executive Certificate in Conflict Management

65 employees participated in courses leading to an Executive Certificate in Conflict Management. The participants were given an opportunity to learn alternative dispute resolution techniques such as advanced negotiation skills, dispute resolution skills, becoming a powerful negotiator, mediating tough problems and learning how to deal with difficult and emotional people.

Once participants have completed four classroom and two online courses, an accredited Executive Certificate in Conflict Management is granted by the University of Windsor Law School.

Inuit Societal Values were included in the Executive Certificate in Conflict Management program by incorporating a session on Aajiiqatigiinniq – Decision making through discussion and consensus. An elder was invited to lead the discussion on how dispute resolution was traditionally achieved in communities and families.

Executive Certificate in Conflict Management				
Course	Location	Participants	Beneficiary	Non-beneficiary
Alternative Dispute Resolution	Rankin Inlet	15	8	7
Advanced Alternative Dispute Resolution	Rankin Inlet	7	4	3
Applied Alternative Dispute Resolution	Rankin Inlet	7	5	2
Dealing with Difficult People	Rankin Inlet	24	16	8
Difficult Conversations	Online	6	3	3
Negotiations	Online	6	3	3
Total		65	39	26
Percentage		15	60%	40%

Mentorship Program

Following the EIA pilot project on mentorship, the GN has developed a mentorship program which is deeply rooted in Inuit culture. During the mentorship there are open-ended discussions about setting and revising goals through the sharing of experiences, knowledge, perceptions and resources. In 2014-15 the mentorship program was successfully delivered to GN employees in all three regions of Nunavut. Information sessions and training were provided to mentors and mentees.

Mentorship Program Information Sessions			
Region	Participants	Beneficiary	Non-beneficiary
Qikiqtaaluk (4 sessions)	21	10	11
Kivalliq	2	0	2
Kitikmeot (2 sessions)	6	1	5
Total	29	11	18
Percentage		38%	62%

Cultural Immersion (IQ) Days

Iqaluit Department of Environment staff participating in IQ games, April 2014.

All GN departments strive to create a workplace and service environment that incorporates Inuit Societal Values. These values, as they are utilized in GN policy, constitute guidelines that contribute to the creation of an effective and excellent public service that is grounded in the ethics and philosophy of Inuit. Cultural Immersion or Inuit Qaujimajatuqangit (IQ) Days provide a greater understanding of Inuit societal values and languages which can help all employees better understand the needs and aspirations of the public.

IQ day profiles

"Originally we had planned to go ice fishing and do some activities but the weather turned, so we changed our location and activities. When the weather started turning, the staff were broken into groups and given a "survival" activity. The activity was based on what the group had for supplies and equipment and the goal was to survive the night. We played some Inuit games and participants were taught how to clean a ptarmigan."

Leesee Papatsie,
Department of Environment

Iqaluit Environment staff drill a hole for fishing, April 2014.

Iqaluit Department of Finance staff clam digging at Rotary Park in Apex, September 2014.

The following Inuit Societal Values are used during cultural immersion activities:

- *Inuuqatigiitsiarniq*: Respecting others, relationships and caring for people.
- *Tunnganarniq*: Fostering good spirits by being open, welcoming and inclusive.
- *Pijitsirniq*: Serving and providing for family and/or community.
- *Aajiiqatigiinniq*: Decision making through discussion and consensus.
- *Pilimmaksarniq/Pijariuqsarniq*: Development of skills through observation, mentoring, practice, and effort.
- *Piliriqatigiinniq/Ikajuqtigiinniq*: Working together for a common cause.
- *Qanuqtuurniq*: Being innovative and resourceful.
- *Avatittinnik Kamatsiarniq*: Respect and care for the land, animals and the environment.

Departmental IQ Coordinators arrange IQ days for departmental staff and in some instances several departments coordinate these events together. Planned events incorporate Inuit cultural activities in the workplace and provide an opportunity for a day or half day (up to two full days per year) spent out on the land. Occasionally these events must be held at an inside location but the events always involve taking part in traditional activities which facilitates team building, learning new skills and sharing of cultural backgrounds and language.

Conclusion

The PSA provides new disclosure of wrongdoing processes which will guide the reporting of wrongdoing to an Ethics Officer and protect those who report it. These advancements have been made to protect and promote the public service. The sections of the PSA which allow these protections will come into force April 1, 2015. The Ethics Officer is accountable to and must provide an annual report for the Minister responsible for the PSA.

There are several actions the central agencies (EIA and Finance) will undertake for the 2015-16 fiscal year. These intended actions include:

- Review of and improvements to the Financial Internship Program;
- Application of the GN Leadership Competency Model;
- Broadened access to the Leadership Development Program;
- Continue to improve the staffing process and outcomes;
- Development of an Inuktut Language Incentive program;
- Improved departmental workforce data collection

Sources

The Public Service Annual Report takes information from several sources to provide a comprehensive representation of the public service.

The sources used in generating this report are:

Towards a Representative Public Service (TRPS) – March 31, 2015

TRPS is a snapshot of employment statistics reported quarterly in the Legislative Assembly of Nunavut. These statistics represent the Inuit employment level within the GN in several categories; occupational, community, by region, and by department.

All numbers in this report are whole numbers, and count all positions as a Full Time Equivalent (FTE), and not, for example, a partial position, as there are jobs that range from 0.25 FTE to 1.0 FTE. This report only counts them as a whole. This statistical data can be used to predict future trends.

This report is prepared by the Department of Finance with participation from all departments and government agencies.

Establishment Report – 2014-15 fiscal year

Data from the Establishment Report represents a current snapshot of ePersonality, the GN's human resources information system. ePersonality records all relevant public service work assignment data. This includes length of service, pay information, employee demographic data, acting assignments and other related information. Through ePersonality, the Master Establishment Report is generated and provides the public service statistics for the Public Service Annual Report. Some analysis of employee numbers and statistics is based on the Establishment Report which has an information collection window that is timed differently than the TRPS report. The timing of the different reports results in some minor misalignment of the totals. However the overall percentages remain aligned.

Nunavut Bureau of Statistics

The Nunavut Bureau of Statistics is the GN's central statistical public body. It collects, records, analyzes and distributes statistical data on Nunavut to Nunavummiut and across Canada. It makes data available to assist government in their decision-making, planning implementation and evaluations, as well as to make information available to the public.

The Statistics division also manages and conducts surveys for Nunavut in conjunction with Statistics Canada.